



ADJC TODAY

The mission of the Arizona Department of Juvenile Corrections is to enhance public protection by changing the delinquent thinking and behaviors of juvenile offenders committed to the Department.

JANET NAPOLITANO, GOVERNOR

MICHAEL BRANHAM, INTERIM DIRECTOR

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MESSAGE FROM THE DIRECTOR

A Message of Appreciation, a Vision for the Future



Interim Director Michael Branham

The past few weeks have been a time of learning for me as I come to understand the Arizona Department of Juvenile Corrections, and the important role that it plays in creating safer communities.

The men and women of ADJC have impressed me with their ability to produce maximum results with the resources that the state can afford to give them. Clearly the taxpayers of Arizona are fortunate to benefit from the dedication that they bring to the job every day. Our neighborhoods are safer, our adult prisons are less crowded, and our troubled youth are well served because of this commitment to excellence.

My goal as Interim Director is to help the community understand the value they receive from programs offered by this Department. Sharing our success will increase public support, and that in turn will help ADJC to become even more effective.

I want all staff to understand that integrity and personal responsibility are of the utmost importance to me. I expect all ADJC staff to carry out the agency's core vision of creating safer communities by helping our youth change their delinquent behavior. That requires us to provide youth and families with a safe environment, and it means that juveniles in our custody must be supported with programs that change their behavior.

This edition of ADJC Today spells out some of the initiatives that I have launched. I want all staff to work with their supervisors and Leadership to implement these changes.

Finally, I greatly appreciate the many messages of support and suggestions for change that I have received through my Speak With The Director initiative. Please continue to contact me between the hours of 6 a.m. and 10 p.m. with suggestions on ways that we can make ADJC a more effective agency. 🍷

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Interim Director Announces Organizational Changes

The leadership of the Arizona Department of Juvenile Corrections has undergone a series of interim changes, effective November 1, 2003, that are designed to allow more decisions to be made at the local level throughout the Department.

These changes reflect a belief on the part of Interim Director Michael Branham that efficient organizations empower the people who implement decisions. These people should be allowed to play a role in designing the policies and procedures they use.

In addition, Director Branham wants to establish an organizational structure that will bring a fresh perspective to some of the challenges facing ADJC. "I have asked members of the Leadership Team to step out of their comfort zones," he said in a memo to employees.

These changes reflect a belief on the part of Interim Director Michael Branham that efficient organizations empower the people who implement decisions.

The leadership functions will be reorganized into four separate areas, as follows:

CRIPA Response Team & Legal Services

This group will be headed by Lou Goodman, Legal Systems Director. It will formulate a proactive response to the issues that are expected to arise from the federal inquiry under the Civil Rights of Institutionalized Persons Act (CRIPA). Responsibilities and time commitments of the Task Force members will be a function of the content of both the federal government's findings, and of activity in the CRIPA case at any given time. Responsibilities will include gathering information as necessary, assisting in its analysis, and being part of the communications process for ADJC staff. This will be a top priority for ADJC, one that is expected to result in positive change.

Operations & Safe Schools

This group will be assigned the job of formulating a teamwork approach that allows ADJC secure schools and parole officers to be more effective. Decision-making authority will be delegated as much as possible to individual Superintendents, parole supervisors and other managers. These middle managers will also be held accountable for decisions they make. They will be expected to work on a collaborative basis. They should consider all facets of operations and they must bring a higher level of consistency to all facilities and offices.

This group will be headed by Assistant Director Jim Hillyard. He will work with Dean Neitzke, Assistant Director for Psychiatric and Medical Services, and Assistant Director Tom Gronski, who will be devoting his full attention to development of a new Comprehensive Classification System. This group will also review the operations of Community Corrections.

Agency Support

The functions of budget, human resources, research and development, training and diversity will fall under the responsibility of a group headed by Assistant Director Peggy Eggemeyer. Among other tasks, this group will be asked to address employee retention, leadership development, and cultural competency.

Education and Workforce Development

This area will be headed by ADJC's Superintendent of Education, Dr. Kathleen Karol. She will continue to be in charge of education functions throughout the Department, and
(Please see next page).

she will take on responsibility for a workforce development program. Each one of these areas will be augmented by staff from throughout ADJC to help make ADJC better as a whole instead of focusing on individual areas of responsibility.

Some other Leadership Team members will be taking on different duties that are outside of these work groups. Patti Cordova has assumed the duties of the Department's Legislative Liaison and Steve Meissner will manage communications and the agency's internet functions. ❧

ADJC Portraits of Success

The following are portraits of youth who have found their way to a successful change.

Each one of these youth have earned an Absolute Discharge from ADJC, which means they have completed secure care and have demonstrated a change in behavior after returning to their communities. Earning an Absolute Discharge is more than a rite of passage. Among other benefits, it allows a youth to ask the courts to seal their juvenile records.

These young men and women reflect the lessons learned from all the staff who worked with them in secure facilities, in classrooms, in our parole offices, and in the day-to-day operations of the Arizona Department of Juvenile Corrections.

Here are their stories, which offer clues on how they found a pathway to success.

Crystal, 17, went through the Black Canyon School on several occasions in connection with assaults and Unlawful Use of Means of Transportation. She returned home in February but encountered the same family relationship problems that led to problems, and ultimately led her to be recommitted to secure care. This time Crystal and her mom went through Functional Family Therapy, which allowed them to communicate effectively.

Since completing the therapy, Crystal has repeatedly tested negative for substance abuse, has avoided any additional criminal activity, and is preparing to obtain a GED. She is entering the Vocational Rehabilitation program, which will allow her to obtain job training and enter an independent living situation.

Crystal was granted an Absolute Discharge on Oct. 1.

Joshua, 18, spent six months at Catalina Mountain School in connection with Unlawful Use of Transportation. After his release, Joshua was placed in an independent living program. He has been attending an alternative school where he is preparing to obtain a high school diploma later this year. He has repeatedly tested negative for any substance abuse since his release, and has continued to undergo anger management counseling. He has also begun taking medication for ADHD. Finally, he repaid \$1,000 in court-ordered restitution. He hopes to join the military once he has completed school.

These young men and women reflect the lessons learned from all staff who worked with them in secure facilities, in classrooms, in our parole offices, and in the day-to-day operations of the Arizona Department of Juvenile Corrections.

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Portraits of Success (continued from Page 4)

Joshua was granted an Absolute Discharge on Sept. 19.

Jose, 16, was released from Catalina Mountain School in January after a six-month length of stay on charges of Threatening or Intimidating, Shoplifting, Misconduct with a Deadly Weapon and Unlawful Use of Transportation. Since his release, Jose has completed substance abuse programming, paid off a court-ordered restitution order, is participating in vocational training. He is helping to care for a mother who is battling illness and is raising an infant daughter as a single dad. He hopes to work in law enforcement.

Jose was granted an Absolute Discharge on Sept. 22.

Mitchell, 17, spent five months in an ADJC secure facility on a probation violation stemming from a charge of theft. He was on parole for about 15 months. He enrolled in a GED program, found a job, repeatedly passed his substance abuse testing and participated in Functional Family Therapy. He works at a grocery store where he hopes to become a manager some day.

Mitchell was granted an Absolute Discharge on Sept. 22.

Frederick, who turned 18 in September, spent nine months going through ADJC's Recovery substance-abuse program. He was referred to a rural juvenile court more than 10 times on a series of substance abuse charges. After several months of sobriety he tested positive for marijuana use, but agreed to serve three months of home detention, attended summer school and held down a job. His parole officer said Frederick fully complied with all these conditions without any relapses or violations, completed eight hours of community will soon obtain a high school diploma and has worked after school. It has been more than six months have since his relapse.

Frederick earned an Absolute Discharge on Sept. 22.

Tony, 17, was first sent to ADJC in 1999 after more than 26 referrals to juvenile court on drug-related offenses. He was released after four months, but continued using marijuana, and returned to ADJC in April, 2001. After a series of parole adjustments, Tony began demonstrating a change in behavior starting in February by regularly testing negative for substance abuse, by complying with all conditions of parole, and by completing 28 hours of community service at a local community center in his rural home town. He has obtained a GED, is abiding by a curfew and has enrolled in a community college. During this period he has attended AA and substance abuse groups.

Tony earned an Absolute Discharge on Sept. 11.

David, 17, was in the state foster care system when he was referred to ADJC in April, 2002, for a six-month length of stay. Since his release he has returned to high school, completed the Southwest Key Supervision and Tracking program, completed anger management and substance abuse counseling and avoided any new law enforcement problems for six months.

David received an Absolute Discharge in August, 2003. ♡

Tony has obtained a GED, is abiding by a curfew and enrolled in a community college. During this period he has attended AA and substance abuse groups.

Do you know of any youth who have found a pathway to success? Can you help ADJC Today share their stories with staff, families and interested members of the public? Please contact Steve Meissner at (602) 542-4303.

ADJC Today is the employee newsletter of the Arizona Department of Juvenile Corrections. Unless noted otherwise, articles are written by Director's Office staff. For comments or input, please contact the Director's Office at (602) 542-4303. This document is available in an alternative format upon request.